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Baker et al

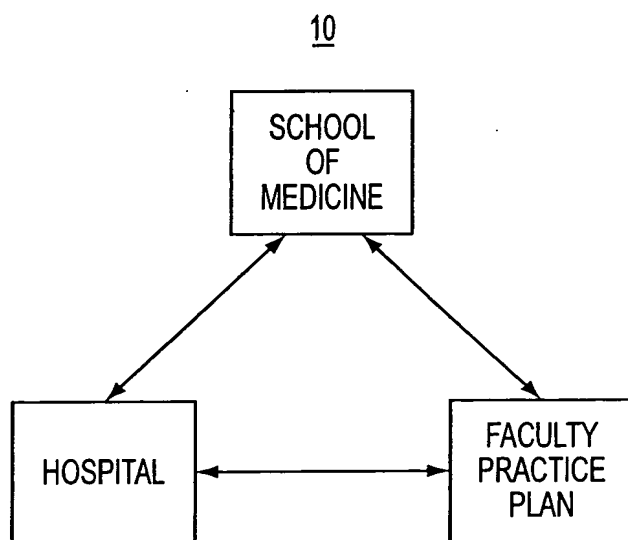


FIG. 1

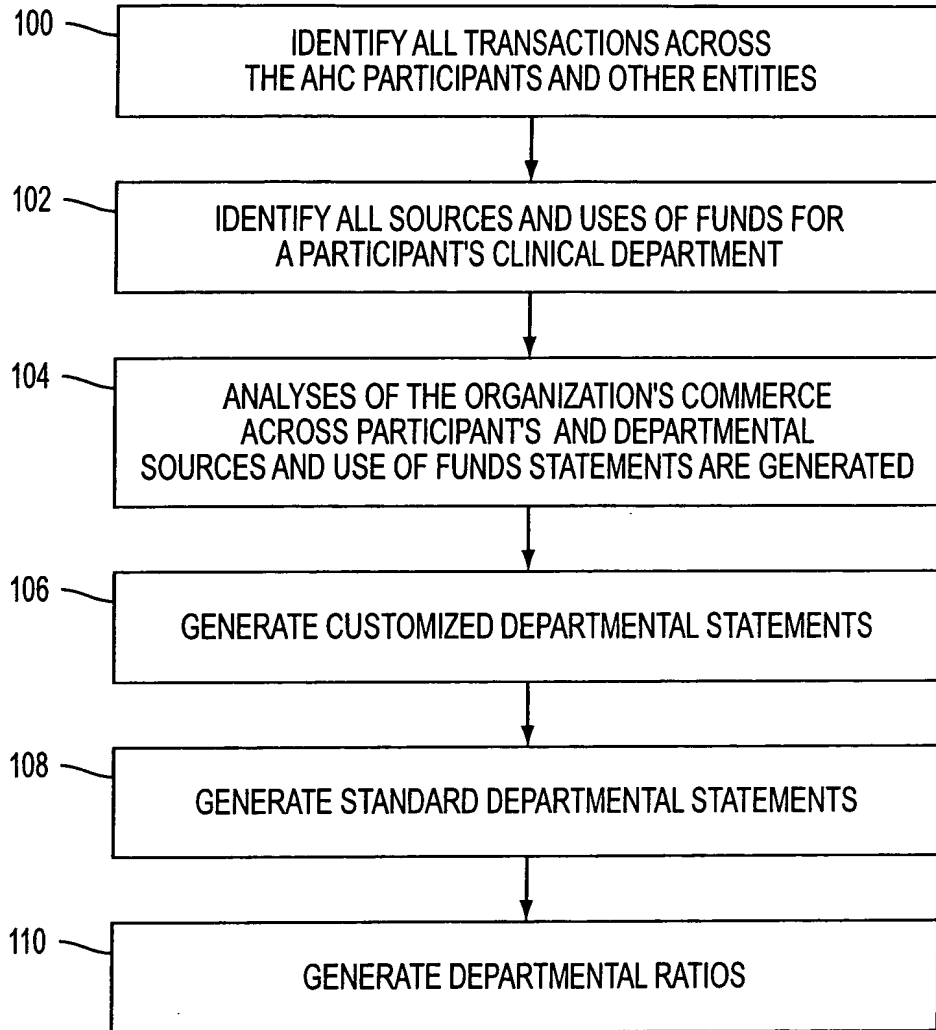


FIG. 2

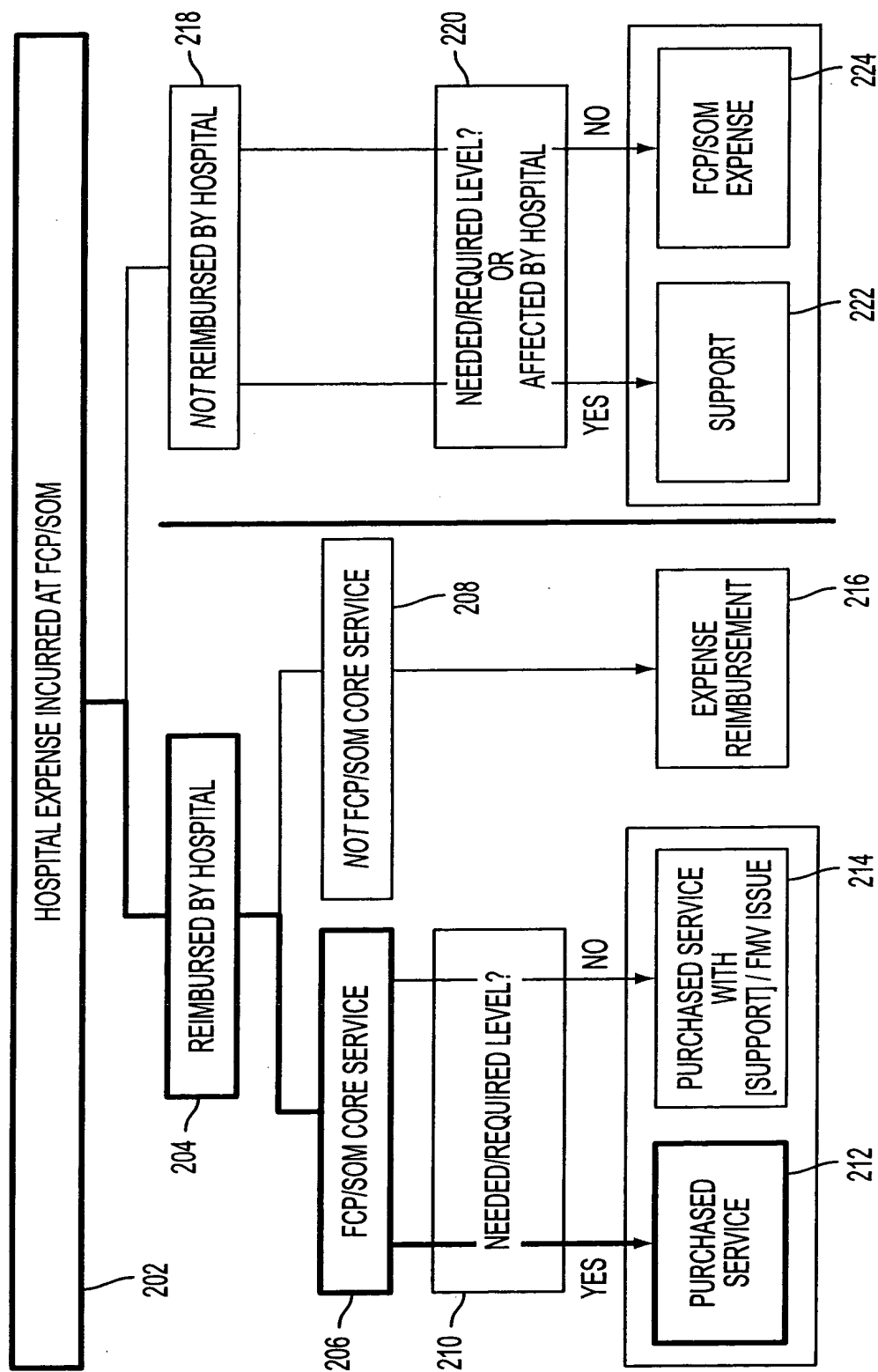


FIG. 3A

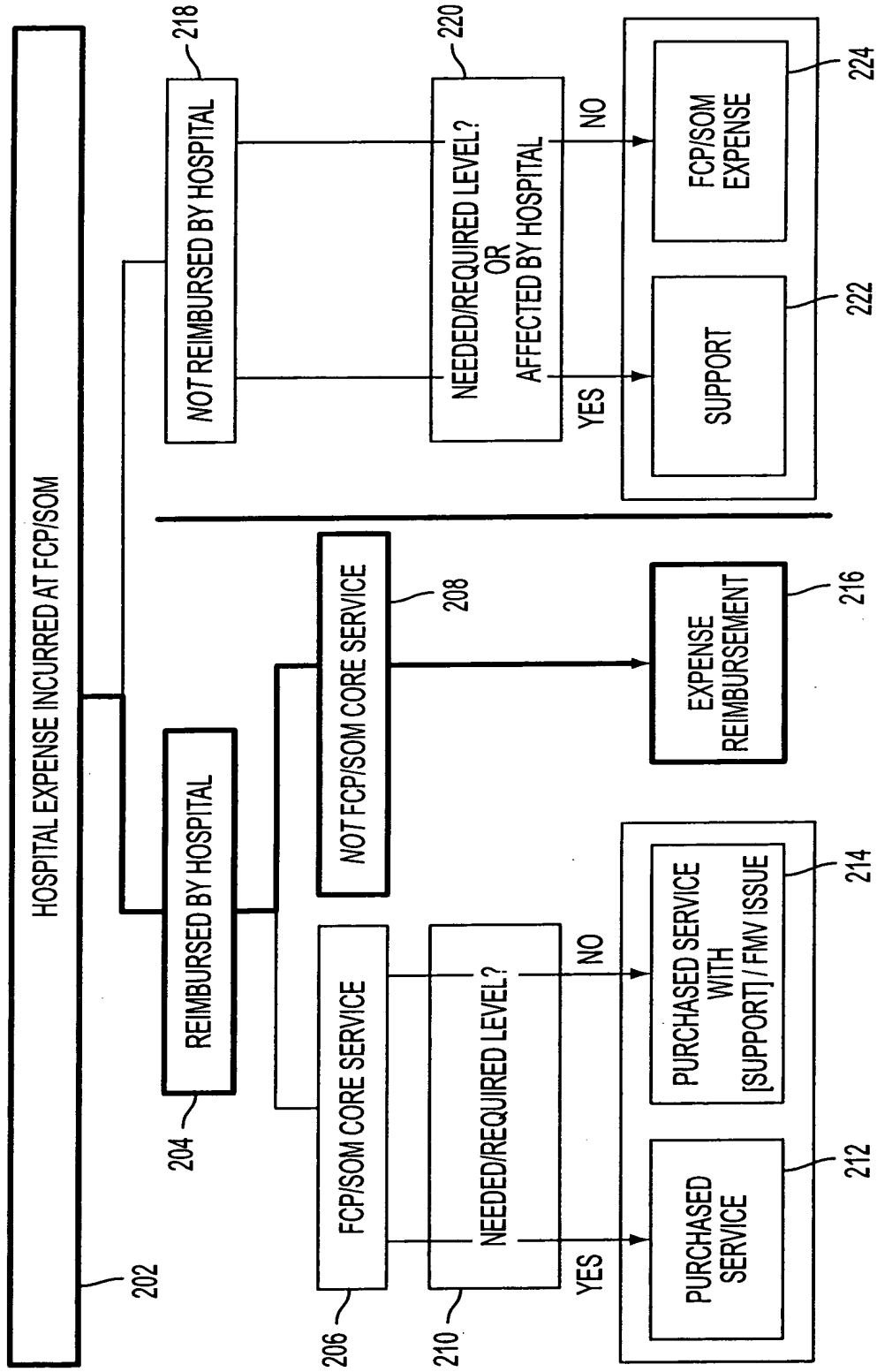


FIG. 3B

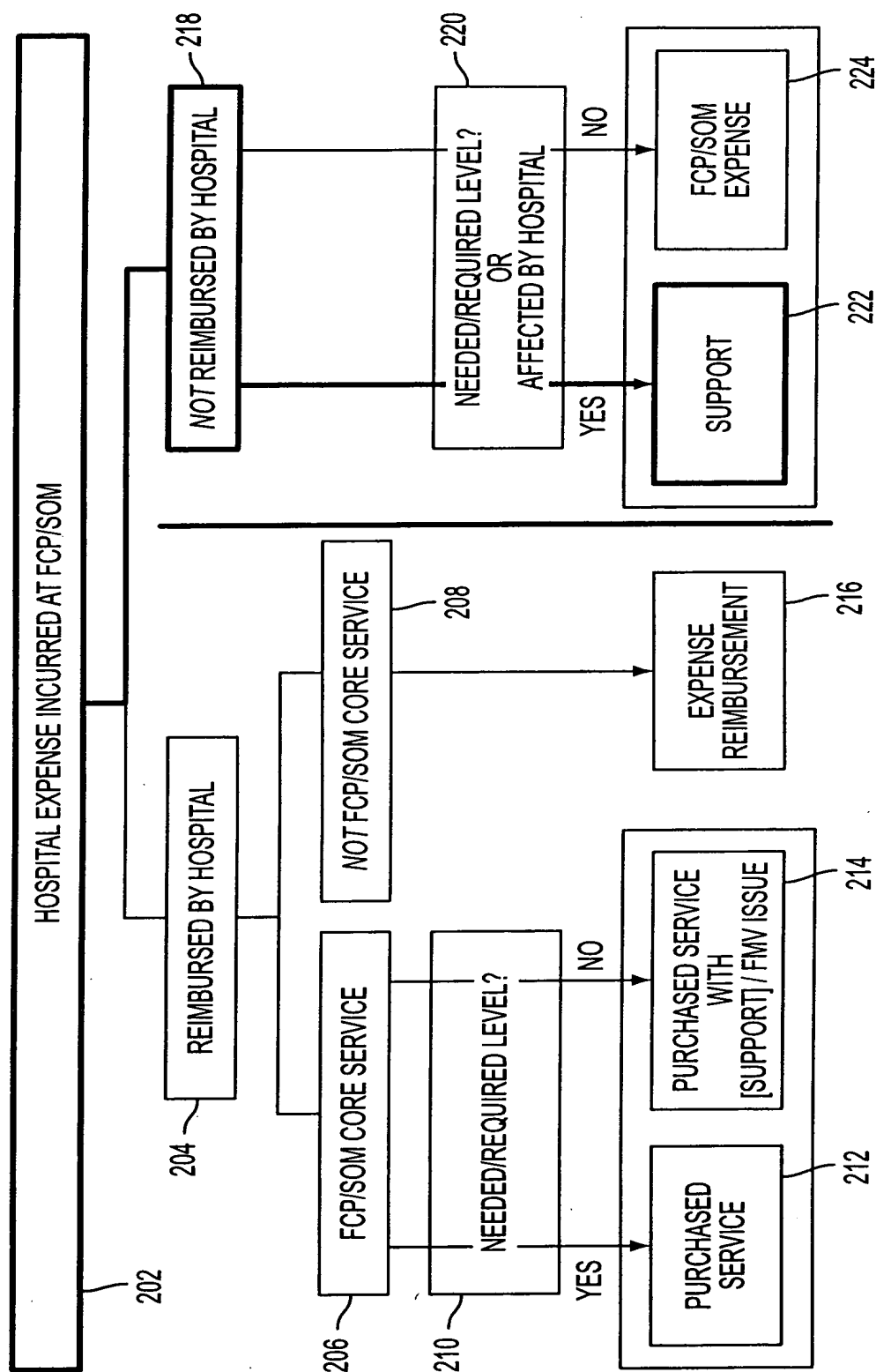


FIG. 3C

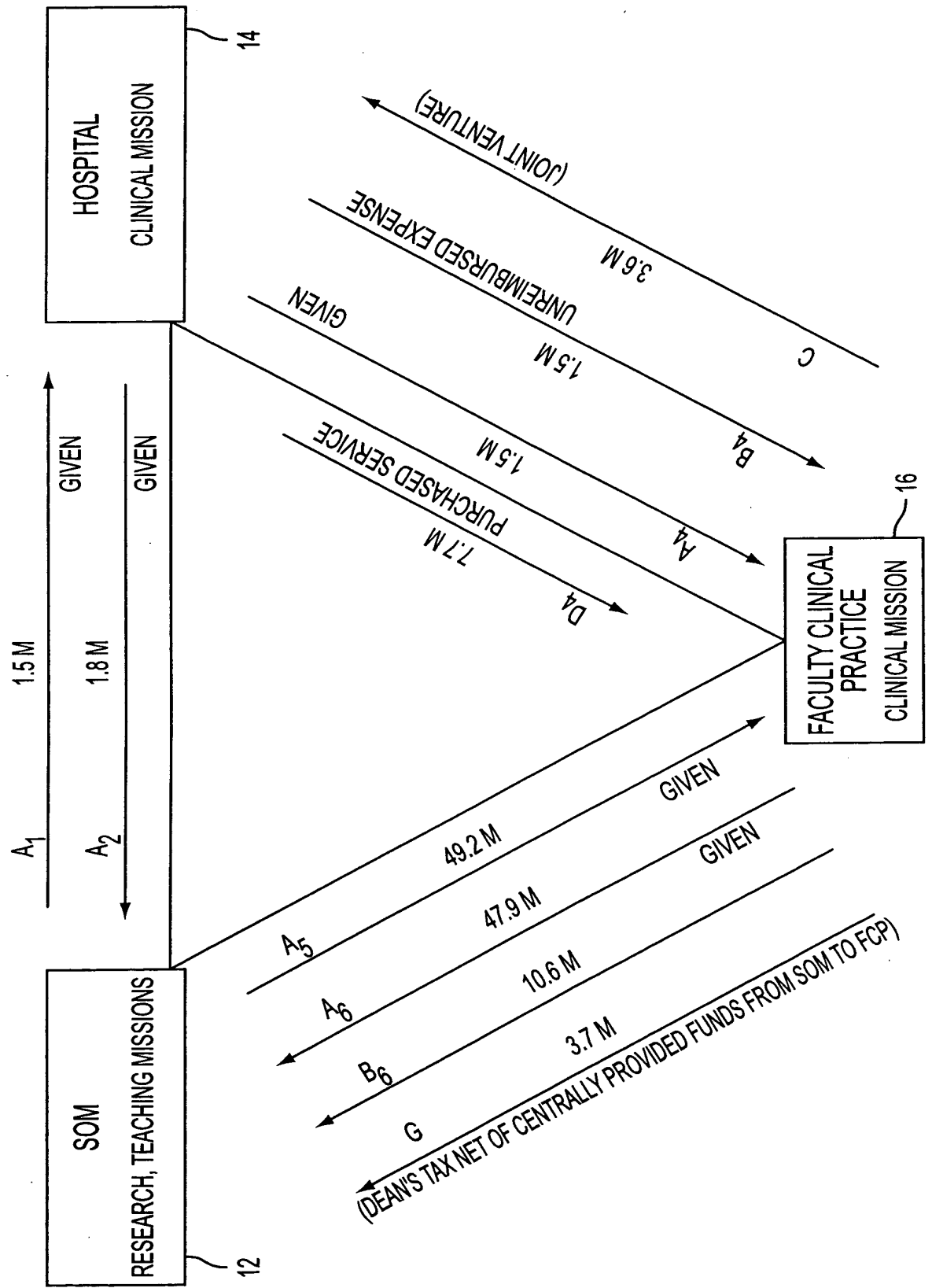


FIG. 4

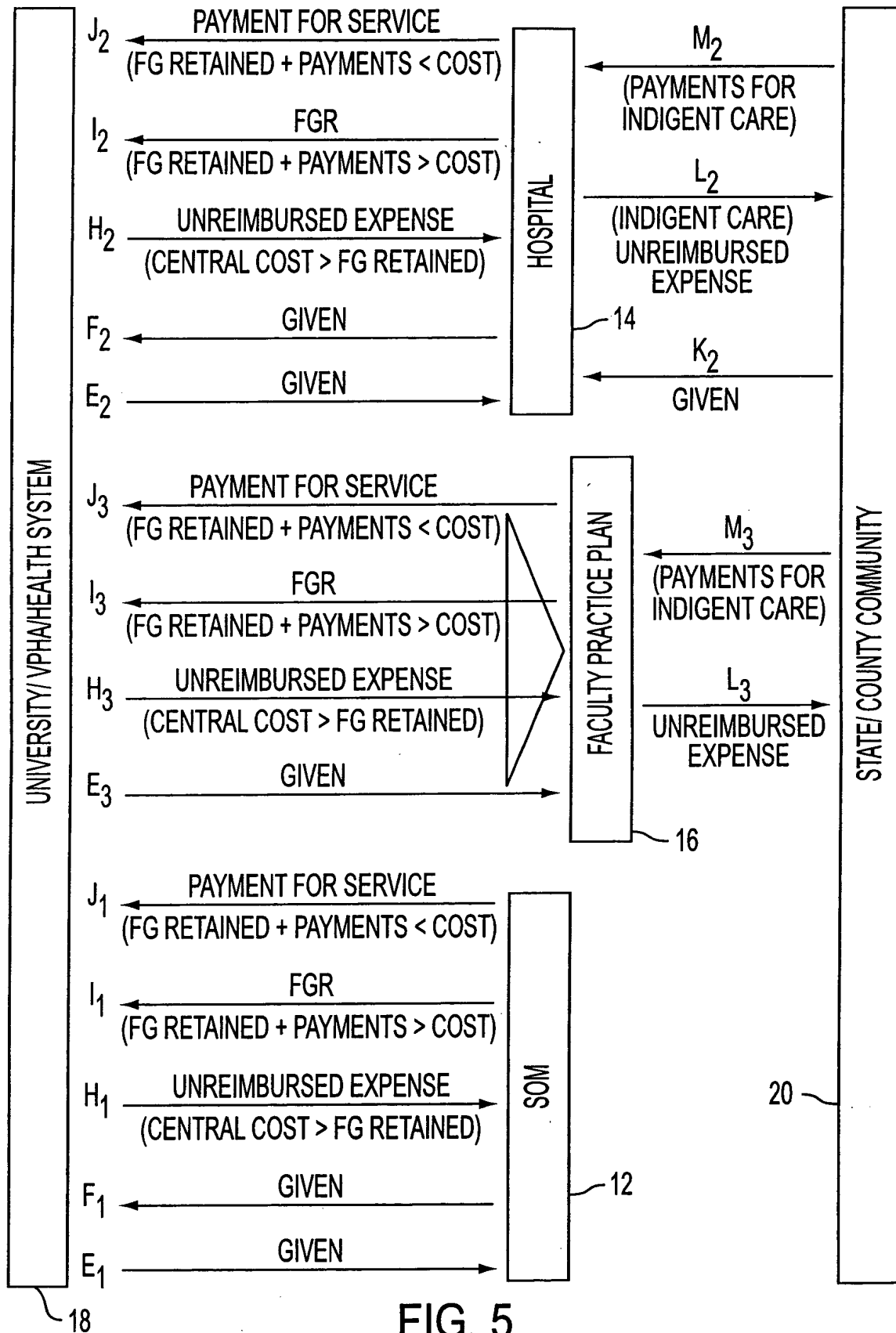


FIG. 5

From/To	Index	U Index	S, PS	Description	Amount	Source
Hospital to FPP	1	A4	S	ASC List	\$1,479,000	Hospital
	2	B4	S	Hospital Based Clinics	\$1,192,973	Hospital
	3	B4	S	Enterprise-wide Marketing	\$254,753	Hospital
	4	B4	S	Enterprise-wide Contracting	\$66,949	Hospital
Total					\$2,993,675	
Hospital to FPP	5	D4	PS	ASC List (includes gain sharing)	\$5,266,183	Hospital
	6	D4	PS	ASC List - ER Contract	\$2,416,322	Hospital
Total					\$7,682,505	Hospital
FPP to Hospital	7	C	S	Differential in reimbursement for Indigent Care	\$3,622,844	E&Y
Hospital to SOM	8	A2	S	ASC List	\$708,079	Hospital
	9	A2	S	ASC List - Other	\$1,138,316	Hospital
Total					\$1,846,395	
State to Hospital	10	M2	PS	Net Revenue for Indigent Care	\$71,998,000	Hospital
	11	M2	PS	Tobacco Tax Revenue	\$1,163,000	Hospital
Total					\$73,161,000	
Hospital to State	12	L2	S	Unreimbursed Indigent Care	\$18,254,000	Hospital
		C,L2		Additional loss due to resetting Indigent Care	\$3,622,844	E&Y
Total		L2			\$21,876,844	
Hospital to University	13	J2	PS	Central Services Charged	\$2,906,071	Hospital
Hospital to TPA	14	NA	S	Enterprise-wide Marketing	\$129,345	Hospital
	15	NA	S	Enterprise-wide Contracting	\$113,004	Hospital
Total					\$242,349	
State to Hospital	16	K2	S	Medi - Cal GME Funds	\$10,000,000	Hospital
	17	K2	S	Clinical Teaching Support	\$8,493,272	Hospital
Total					\$18,493,272	
SOM to Hospital	18	A1	S	Residency Program Support	\$1,461,176	SOM
FPP to University	19	J3	PS	Central Services Charged	\$611,000	FPP
State to FPP	20	M3	PS	Payments received for Indigent Care	\$7,881,795	FPP
FPP to State	21	L3	S	Cost in excess of reimbursement for Indigent Care	\$7,242,226	FPP
		C,L3		Reimbursement gained in resetting Indigent Care	-\$3,622,844	E&Y
Total		L3			\$3,619,382	
FPP to SOM	22	A6	S	Net Income Transfer	\$47,893,151	FPP
	N/A	B6	S	Pytm of Fac Sal for Res & Tchg from Clinical Mission	\$10,600,00	MGMA
	23	G	S	Dean's Tax	\$3,686,994	FPP
Total					\$62,180,145	

FIG. 6A



From/To	Index	U Index	S, PS	Description	Amount	Source
SOM to FPP	24	A5	S	Faculty Salaries paid out of Clinical Funds	\$40,545,651	SOM
	25	A5	S	Clinical Expenses	\$8,610,980	SOM
<i>Total</i>					<u>\$49,156,631</u>	
University to SOM	26	E1	S	State Funds	\$35,548,940	SOM
	27	E1	S	Expenses at Dean	\$13,429,737	SOM
<i>Total</i>					<u>\$48,978,677</u>	
SOM to University	28	I1	PS	ICR Retained	\$22,402,492	SOM
	29	I1	PS	Tuition and Fees Retained	\$4,236,409	SOM
	30	I1	PS	Expenses at University	<u>-\$18,079,243</u>	SOM
<i>Total</i>					<u>\$8,559,658</u>	

FIG. 6B

Participant A		Internal Commerce											
PURCHASED SERVICE		Hospital to SOM		Hospital to FCP		SOM to FCP		SOM to Hospital		FCP to Hospital		FCP to SOM	
Physician Leadership	1D2		1D4	3.6	1D5		1D1		1D3		1D6		
Physician Service	2D2		2D4	2.8	2D5		2D1		2D3		2D6		
Physician Incentives	3D2		3D4	1.3	3D5		3D1		3D3		3D6		
Nonphysician	4D2		4D4		4D5		4D1		4D3		4D6		
Supervision and Teaching	5D2		5D4		5D5		5D1		5D3		5D6		

FIG. 7

FIG. 8

		Support (\$000,000)					Payment for Services
To	From	Given (\$)	Unreimbursed Expense (\$)	Funds Generated Retained (FGR) > Centrally Provided (\$)	Joint Venture	Total (\$)	Cash and FGR < Centrally Provided
Between Operating Activities							
Hospital	SOM	A1 1.5	B1				D1
SOM	Hospital	A2 1.8	B2				D2
Hospital	FCP	A3	B3				D3
FCP	Hospital	A4 1.5	B4 1.5		C 3.6		D4 7.7
FCP	SOM	A5 49.2	B5		C		D5
SOM	FCP	A6 47.9	B6 10.6	G 3.7			D6
	subtotal to SOM	(1.0)	10.6	3.7		13.3	
	subtotal to FCP	2.8	(9.1)	(3.7)	(3.6)	(13.6)	
	subtotal to Hospital	(1.8)	(1.5)		3.6	0.3	7.7 (7.7)
Between University/VPHA/Health System and Operating Activities							
SOM	University/VPHA/Health System	E1 49.0	H1				
University/VPHA/Health System	SOM	F1		I1 8.6			J1 18.1
Hospital	University/VPHA/Health System	E2	H2				J2 2.9
University/VPHA/Health System	Hospital	F2		I2			J3 0.6
FCP	University/VPHA/Health System	E3	H3				
University/VPHA/Health System	FCP			I3			
	subtotal to SOM	49.0	-	(8.6)		40.4	
	subtotal to FCP	-	-	-		-	
	subtotal to Hospital	-	-	-		-	
	subtotal to University/VPHA/Health System	(49.0)	-	8.6		(40.4)	(18.1) (0.6) (2.9) 21.6
Between State/County/Community and Operating Activities							
State/County/Community	Hospital		L2 21.9				
Hospital	State/County/Community	K2 18.5					
State/County/Community	FCP		L3 3.6				M2 73.2
FCP	State/County/Community						M3 7.9
	subtotal to FCP	-	(3.6)			(3.6)	
	subtotal to Hospital	18.5	(21.9)			(3.4)	
	subtotal to State/County/Community	(18.5)	25.5			7.0	7.9 73.2 (81.1)
SOM	Net Support	48.0	10.6	(4.9)	-	53.7	
	Net Services Purchased from (sold)						(18.1)
FCP	Net Support	2.8	(12.7)	(3.7)	(3.6)	(17.2)	
	Net Services Purchased from (sold)						15.0
Hospital	Net Support	16.7	(23.4)	-	3.6	(3.1)	
	Net Services Purchased from (sold)						62.6
University/VPHA/Health System	Net Support	(49.0)	-	8.6	-	(40.4)	
	Net Services Purchased from (sold)						21.6
State/County/Community	Net Support	(18.5)	25.5	-	-	7.0	
	Net Services Purchased from (sold)						(81.1)
CHECK AREA		-	-	-	-	-	-

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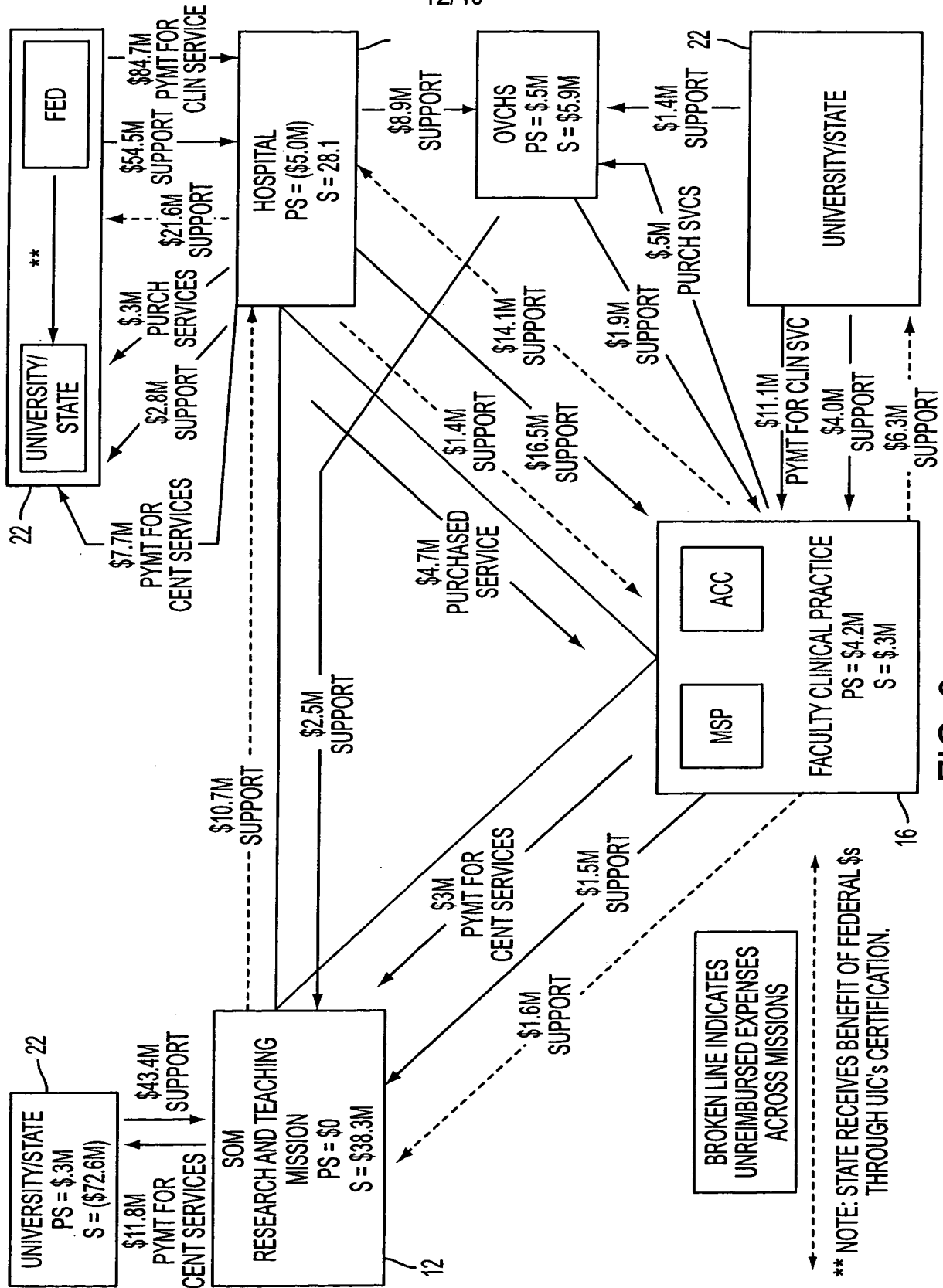


FIG. 9

Programs and Services

<u>Index</u>	<u>From/To</u>	<u>S, PS</u>	<u>Type</u>	<u>Category</u>	<u>Amount</u>	<u>Supporting Schedule</u>	<u>Description</u>	<u>Source/Contact</u>
1, A4	Hospital to FCP	S	Given	Programs & Services	\$13.3 M		State Appropriations & State Paid Benefits to Model Clinics at Hospital's discretion	Steering Committee
					\$1 1.1M \$2.2M		State Appropriations Passed Through (Cash) Benefits (NonCash)	
					Not Quantified		Joint Venture Clinic Operations <ul style="list-style-type: none"> <li>• Sharing Formula 75/25 losses; 50/50 profit</li> <li>• Annual reconciliation vs. Quarterly (Cash Flow)</li> <li>• Expected vs. Actual Collections/MD Pro Fees (Sharing Formula)</li> <li>• Low Indirect Cost/Overhead Rate</li> <li>• Payment for Amb Care Medical Directorships</li> </ul>	
2, B4	Hospital to FCP	S	Unreimbursed Expenses	Programs & Services	\$4M		Billing - 8% of net revenue (NonCash) A/R Funding - 5% for 80 days (NonCash)	Pat O'Leary
3, 1D4	Hospital to FCP	PS	Given	Programs & Services	\$4.72M	A	Contracts b/t Hospital and COM Clinical Depts/Faculty <ul style="list-style-type: none"> <li>• Medical Directorships, Chiefs of Svc, Prgm Dirs Salaries (Cash)</li> </ul> Benefits - estimated at 18% (NonCash)	Hospital Pymt Report/Tony Ferrara/Steering Committee
4, A4	Hospital to FCP	S	Given	Programs & Services	\$3.2M	A	Contracts b/t Hospital and COM Clinical Depts/Faculty <ul style="list-style-type: none"> <li>• Investment in Programs &amp; Services Salaries (Cash)</li> </ul> Benefits - estimated at 18% (NonCash)	Hospital Pymt Report/Tony Ferrara/Steering Committee
					\$2.7M \$5M			

FIG. 10A-1

Programs and Services

5, B3	FCP to Hospital	S	Unreimbursed Expenses	Programs & Services	\$2M	A	Unreimbursed Faculty Effort benefiting Hospital Unfunded Medical Direction Salaries & Benefits (NonCash)	Hospital Pymt Report/Tony Ferrara/Steering Committee
N/A	Hospital & FCP	S		Programs & Services	Not Quantified		Inherent Characteristics of the AME: • Lack of Standardization/Equipment	Steering Committee

FIG. 10A-2

## OVCHS/Strategic Investment Fund

<u>Index</u>	<u>From/To</u>	<u>S, PS</u>	<u>Type</u>	<u>Category</u>	<u>Amount</u>	<u>Supporting Schedule</u>	<u>Description</u>	<u>Source/Contact</u>
1, N/A	Hospital to OVCHS	S		OVCHS/ SIF	\$8.9M	B	Funding of Strategic Investment Fund (\$10.3M) net of expenditures on Hospital Projects	
2, B4	Hospital to FCP	S	Unreimbursed Expenses	OVCHS/ SIF	\$1M		Hospital funds OVCHS office in the amount of \$4.2M - estimate is that OVCHS benefits Hospital 75% and FCP 25%	
3, A4	OVCHS to FCP	S	Given	OVCHS/ SIF	\$1.9M \$1.5M \$25M \$15M	B	SIF Expenditures Faculty Salaries (Cash) Faculty Benefits - estimated at 18% (NonCash) Other Expenditures (Cash)	
4, A2	OVCHS to COM	S	Given	OVCHS/ SIF	\$2.5M \$8M \$15M \$1.5M	B	SIF Expenditures Faculty Salaries (Cash) Faculty Benefits - estimated at 18% (NonCash) Other Expenditures (Cash)	
5, D3	FCP to OVCHS	PS		OVCHS/ SIF	\$5M		Funding from MDs for marketing (Cash)	
FY 98								
N/A	Hospital to COM/	S		OVCHS/ SIF	Not Quantified		Funding of New Ambulatory Care Center • \$20 million down through short term bond	

FIG. 10B

Public Aid/Prison Population

<u>Index</u>	<u>To/From</u>	<u>S, PS</u>	<u>Type</u>	<u>Category</u>	<u>Amount</u>	<u>Supporting Schedule</u>	<u>Description</u>	<u>Source/Contact</u>
1, C	FCP to Hospital	S	Unreimbursed Expenses	Public Aid/ Prison Pop	\$10.4M	C	Different Levels of Reimbursement for: • Public Aid • Prison Pop	Calculation
2, M2	State to Hospital	Pymt for Clin Svcs		Public Aid/ Prison Pop	\$84.7M	C	State funding for: • Public Aid • Prison Pop	Audited Financial Stmts; UIC Hospital Records
					\$55.6		Public Aid Reimbursement (Cash)	
					\$29.1		Payments on Behalf of the System attributed to Public Aid/Prison Pop Costs- Benefits (NonCash)	
3, L2	Hospital to State	S	Unreimbursed Expenses Out		\$11.2M	C	Unreimbursed expenses/shortfall related to Public Aid/Prison Population Before Reimbursement Reset	
					<u>\$10.4M</u>		Reimbursement Foregone Under Reset	
					\$21.6M		Unreimbursed expenses after Reimbursement Reset	
4, M3	State to FCP	Pymt for Clin Svcs		Public Aid/ Prison Pop	\$11.1M	C	Public Aid Reimbursement (Cash)	Audited Financial Stmts/ Hosp Amt Accts
5, L3	FCP to State	S	Unreimbursed Expenses Out	Public Aid/ Prison Pop	\$16.7M	C	Unreimbursed expenses/shortfall related to Public Aid/Prison Pop Before Reimbursement Reset	
					<u>(\$10.4M)</u>		Reimbursement Gained Under Reset	
					\$6.3M		Unreimbursed expenses after Reimbursement Reset	

FIG. 10C



Research and Teaching

<u>Index</u>	<u>To/From</u>	<u>S, PS</u>	<u>Type</u>	<u>Category</u>	<u>Amount</u>	<u>Supporting Description</u> <u>Schedule</u>	<u>Source/Contact</u>
	Hospital to COM	S	Unreimbursed Expenses	Research	\$ ____	Clerical/other support for research	
	COM to Hospital	PS		Research	\$ ____	Hospital services for research (ie., beds, labs, x-rays, etc.) (Cash)	
1, G	FCP to COM	S	Given	Research & Teaching	\$1.5M	Dean's Tax (Cash) - Net of Services Provided	
2, B6	FCP to COM	S	Unreimbursed Expenses	Research & Teaching	\$1.6M	Payment of Faculty Salaries & Benefits for Research Effort	
N/A	FCP to COM	S	Unreimbursed Expenses	Research & Teaching	To Be Noted - Not Quantified at Present	Payment of Nonfaculty Salaries for Research & Teaching Effort	
3, B3	FCP to Hospital	S	Unreimbursed Expenses	Research & Teaching	\$1.7M	Unreimbursed Faculty Effort benefiting Hospital • Committee Meetings (Public Svc - Hospital)	
4, B1	COM to Hospital	S	Unreimbursed Expenses	Residency Program	\$10.7M	Unreimbursed Faculty Effort benefiting Hospital • Supervision of House Staff	

FIG. 10D

FIG. 10E

Centrally Provided

<u>Index</u>	<u>To/From</u>	<u>S, PS</u>	<u>Type</u>	<u>Category</u>	<u>Amount</u>	<u>Description</u>	<u>Source/Contact</u>
1, E1	Univ/State to COM (includes Basic Sci Depts)	S		Cent Prov	\$37.2M	State Appropriations to Department for Research & Teaching (Cash)	
					\$4.5M	plus State Paid Benefits (Noncash)	
				Subtotal	\$41.7M		
2, K2	Univ/State to Hospital	S		Cent Prov	\$44.6M	State Appropriations (Cash)	AFS, UIC Hospital
3, F2	Hospital	S		Cent Prov	\$2.8M	Support for other Colleges - i.e., Health Professions, Pharmacy, Nursing (Cash)	Hospital Pymt Report
4, N/A	Hospital to Univ/State	PS		Cent Prov	\$3M	Purchased Services from Nursing & Dentistry Colleges (Cash)	Hospital Pymt Report
5, H2	Univ/State to Hosp	S		Cent Prov	\$9.9M	FY 97 On Behalf Payments for Maintenance, Utilities and A&G (Noncash)	AFS, UIC Hospital
6, K2	Univ/State to OVCHS	S		Cent Prov	\$1.4M	State Funding - Includes Excellence in Academics (Cash)	
7, J2	Hospital to Univ/State	PS		Cent Prov	\$7.7M	Central Service Charges (i.e., overhead - Univ/Campus Admin) (\$11.9M per AFS - 4.2M to OVCHS) (Cash)	AFS
8, J1	COM to Univ/State	Pymt for Central Svcs		Cent Prov	\$14.8M	Funds Generated Retained (Teaching, Research) for Central Service (Clinical Depts - 8.5M; Basic Science Depts - \$6.3M)	
9, H1	Univ/State to COM	S		Cent Prov	\$1.7M	Services provided in excess of Funds Generated Retained (Noncash)	
10, N/A	FCP to COM	Pymt for Central Svcs		Cent Prov	\$3M	Dean's tax applied toward Svcs provided by the Dean for FPP (Cash)	

Table of Purchased Services and Support by Hospital

	(A) Cash	(A1) Non-Cash	(B) Non-Cash	(B1) Non-Cash	(A) + (B) Cash & Non-Cash	(A1) + (B1) Non-Cash
	Purchased Services by Hospital - Cash	Purchased Services by Hospital - Benefits	MSP Support to Hospital	MSP Support to Hospital (Benefits)	Total Salary Value of Svcs Provided to Hospital	Total Benefits Value of Svcs Provided to Hospital
Anesthesiology	\$ 661,000	118,980		-	\$ 661,000	118,980
Dermatology	44,945	8,090	192,055	34,570	237,000	42,660
Emergency Medicine	117,000	21,060		-	117,000	21,060
Family Medicine	52,268	9,408	732	132	53,000	9,540
General and Internal	854,004	153,721	75,996	13,679	930,000	167,400
Neurology	126,502	22,770	131,498	23,670	258,000	46,440
Neuro	50,500	9,090	70,500	12,690	121,000	21,780
OB/Gyn	241,000	43,380		-	241,000	43,380
Ophthalmology	21,816	3,927	280,184	50,433	302,000	54,360
Orthopedic	105,550	18,999	24,450	4,401	130,000	23,400
Otorhinolaryngology	33,000	5,940	197,000	35,460	230,000	41,400
Pathology	267,000	48,060		-	267,000	48,060
General Peds	337,680	60,782	257,320	46,318	595,000	107,100
Psychiatry	216,000	38,880		-	216,000	38,880
Radiation Oncology	25,000	4,500	35,000	6,300	60,000	10,800
Radiology	209,230	37,661	250,770	45,139	460,000	82,800
Physical Medicine	122,000	21,960		-	122,000	21,960
General Surg	442,000	79,560		-	442,000	79,560
Surgical Oncology	38,700	6,966	24,300	4,374	63,000	11,340
Urology	67,167	12,090	169,833	30,570	237,000	42,660
Total	\$ 4,032,362	\$ 725,825	\$ 1,709,638	\$ 307,735	\$ 5,742,000	\$ 1,033,560

FIG. 11A

Table of Purchased Services and Support by Hospital

	(C) Cash	(C1) Non-Cash	(A) + (C) Cash	(A1) + (C1) Cash	(A) + (A1) + (C) + (C1) Cash & Non-Cash
	Hospital Support to MSP	Hospital Support to MSP (Benefits)	Hospital Cash Pymts to MSP	Hospital Non-Cash Payments to MSP	Total Hospital Cash & Non-Cash Payments to MSP
Anesthesiology	\$ 158,822	28,588	\$ 819,822	\$ 147,568	\$ 967,3
Dermatology	-	-	44,945	8,090	53,0
Emergency Medicine	1,014,183	182,553	1,131,183	203,613	1,334,2
Family Medicine	-	-	52,268	9,408	61,6
General and Internal	-	-	854,004	153,721	1,007,2
Neurology	-	-	126,502	22,770	149,2
Neuro	-	-	50,500	9,090	59,5
OB/Gyn	30,500	5,490	271,500	48,870	320,3
Ophthalmology	-	-	21,816	3,927	25,7
Orthopedic	-	-	105,550	18,999	124,5
Otorhinolaryngology	-	-	33,000	5,940	38,9
Pathology	1,132,595	203,867	1,399,595	251,927	1,651,5
General Peds	-	-	337,680	60,782	398,4
Psychiatry	2,450	441	218,450	39,321	257,7
Radiation Oncology	-	-	25,000	4,500	29,5
Radiology	-	-	209,230	37,661	246,8
Physical Medicine	7,050	1,269	129,050	23,229	152,2
General Surg	341,028	61,385	783,028	140,945	923,9
Surgical Oncology	-	-	38,700	6,966	45,6
Urology	-	-	67,167	12,090	79,2
Total	\$ 2,686,628	\$ 483,593	\$ 6,718,990	\$ 1,206,418	\$ 7,928,4
Total Cash Payments per Salary Schedule (excludes amb care med directorships)					7,891,8
Variance					\$ 36,5

FIG. 11B

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Strategic Investment Fund

Expenditures / Transfers Out	Department attributed to for Funds Flow	UIC Attribution by Department	Description	SOM	Hospital	MSP	Faculty Salaries SOM	All other SOM	Faculty Salaries MSP	All other MSP	Total
Administration	Administration (OVCHS)	Miscellaneous	CON Consultants (various projects)	-	1,100	1,100	-	-	-	-	-
	Ambulatory Services	Ambulatory Care Initiatives	CON Consultants (DMW/Vinson/HFPB)	-	12,500	12,500	-	-	-	-	-
	Ambulatory Services	Ambulatory Care Initiatives	AirRights/City (Neal)	-	12,500	12,500	-	-	-	-	-
	Ambulatory Services	Ambulatory Care Initiatives	Misc Amb Care Expenses	-	10,700	10,700	-	-	-	-	-
				-	36,800	36,800	-	-	-	-	-
Family Medicine	Family Medicine	Ambulatory Care Initiatives	Family Practice	-	-	95,500	-	-	-	-	-
				-	-	95,500	-	-	-	-	-
				-	-	-	-	-	-	-	-
General Surg	General Surg	Transplant Initiatives	Heart-Lung Transplant (Massad, Fac Sal)	-	-	429,500	-	-	667,521	-	-
			Admin alloc	-	-	429,500	-	-	667,521	(238,021)	-
				-	-	-	-	-	-	-	-
	General and Internal Medic	Oncology Initiatives	Transplant and Cell Facility	246,900	-	-	148,234	-	-	-	-
	General and Internal Medic	Oncology Initiatives	Gene Therapy Center (Research)	274,200	-	-	166,418	-	-	-	-
	General and Internal Medic	Oncology Initiatives	Med Onc Gottlieb	-	-	12,200	-	-	-	-	-
	General and Internal Medic	Oncology Initiatives	Medical Oncology (Research)	243,400	-	-	125,692	-	-	-	-
	General and Internal Medic	Oncology Initiatives	Bone Marrow Transplant (Research)	380,200	-	-	349,479	-	-	-	-
	General and Internal Medic	Transplant Initiatives	DDL	-	-	376,300	-	-	314,459	-	-
			Admin alloc	1,144,700	-	388,500	789,823	354,877	314,459	74,041	-
Total Medicine				-	-	-	-	-	-	-	-
	Hospital	Oncology Initiatives	Bone Marrow Remodeling	-	1,090,00	-	-	-	-	-	-
	Hospital	EEL Initiatives	Facility Renovation	-	49,800	-	-	-	-	-	-
	Hospital	Transplant Initiatives	Hospital Transplant FY95-96	-	300,000	-	-	-	-	-	-
				-	1,439,800	-	-	-	-	-	-
	Neurology	Neuroscience Initiatives	Epilepsy Clinical Prog (Heir, Fac Sal)	-	-	206,200	-	-	44,526	-	-
			Admin alloc	-	-	206,200	-	-	44,526	161,674	-

FIG 12A-1

Strategic Investment Fund									
Expenditures / Transfers Out:	Department attributed to for Funds Flow	UIC Attribution by Department	Description	SOM	Hospital	MSP	Faculty Salaries SOM	All other SOM	Total
Neuro	Neuro Surgery	Neuroscience Initiatives	Stroke Clinical Program (Ausman, Fac Sal)	-	-	82,100	41,651		
	Neuro Surgery	Neuroscience Initiatives	Imaging Collaboratory (Sadler, Fac Sal)	191,100	-	-	69,697		
			Admin alloc	191,100	-	82,100	69,697	121,403	40,449
OB/GYN	OB/GYN	Women's/Children's Initiatives	Department of OB/GYN (Fac Sal)	-	-	288,800	279,193		
			Admin alloc	-	-	288,800	-	-	9,607
Total Pediatrics	General Peds	Genetics Program (Peds)	Genetics Program (Peds, Fac Sal)	-	-	63,400	59,559		
			Admin alloc	-	-	63,400	-	-	3,841

FIG. 12A-2

Psychiatry	Psychiatry	Neuroscience Initiatives	PI Remodeling (Costa)	1,000,000	-	-	-	1,000,000	-
				1,000,000	-	-	-	-	-
Specialized Cancer Center	Specialized Cancer Center	Oncology Initiatives	Cancer Center (Beck)	497,700	-	-	-	-	-
				497,700	-	-	-	497,700	-
Surgical Oncology	Surgical Oncology	Oncology Initiatives	Surgical Oncology (Fac Sal)	-	-	125,200	123,226	-	-
			Admin alloc	-	-	125,200	-	-	1,974
Total Expenditures / Transfers Out:				2,833,500	1,476,600	1,716,000	859,520	1,973,980	6,026,100

FIG. 12B

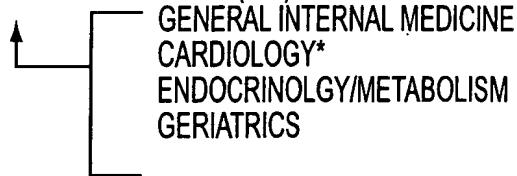
A) ANESTHESIOLOGY (107)\*

B) DERMATOLOGY (71)\*

C) EMERGENCY MEDICINE (58)\*

D) FAMILY MEDICINE (106)\*

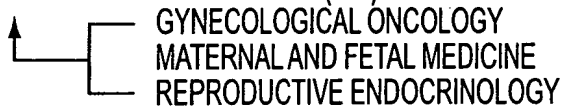
E) INTERNAL MEDICINE (123)\*



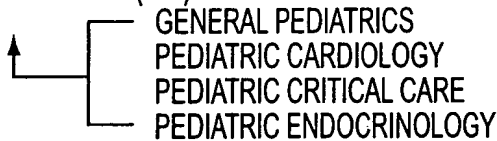
GASTROENTEROLOGY\*  
HEMATOLOGY/ONCOLOGY\*  
INFECTIOUS DISEASES  
NEPHROLOGY  
PULMONARY DISEASE\*  
RHEUMATOLOGY

F) NEUROLOGY (103)\*

G) OBSTETRICS/GYNECOLOGY (123)\*



H) PEDIATRICS (124)\*



PEDIATRIC GASTROENTEROLOGY  
PEDIATRIC NEONATAL MEDICINE  
PEDIATRIC NEUROLOGY  
PEDIATRIC PULMONOLOGY

I) PHYSICAL MEDICINE/REHABILITATION MEDICINE (62)\*

J) PSYCHIATRY (123)\*

K) RADIOLOGY\*



L) PATHOLOGY (124)\*



M) SURGERY\*

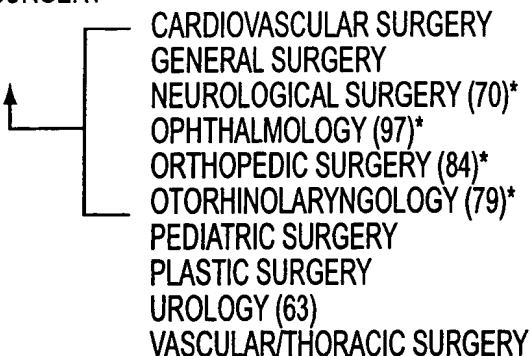


FIG. 13

# DEPARTMENTAL FUNDS FLOW INCOME STATEMENT

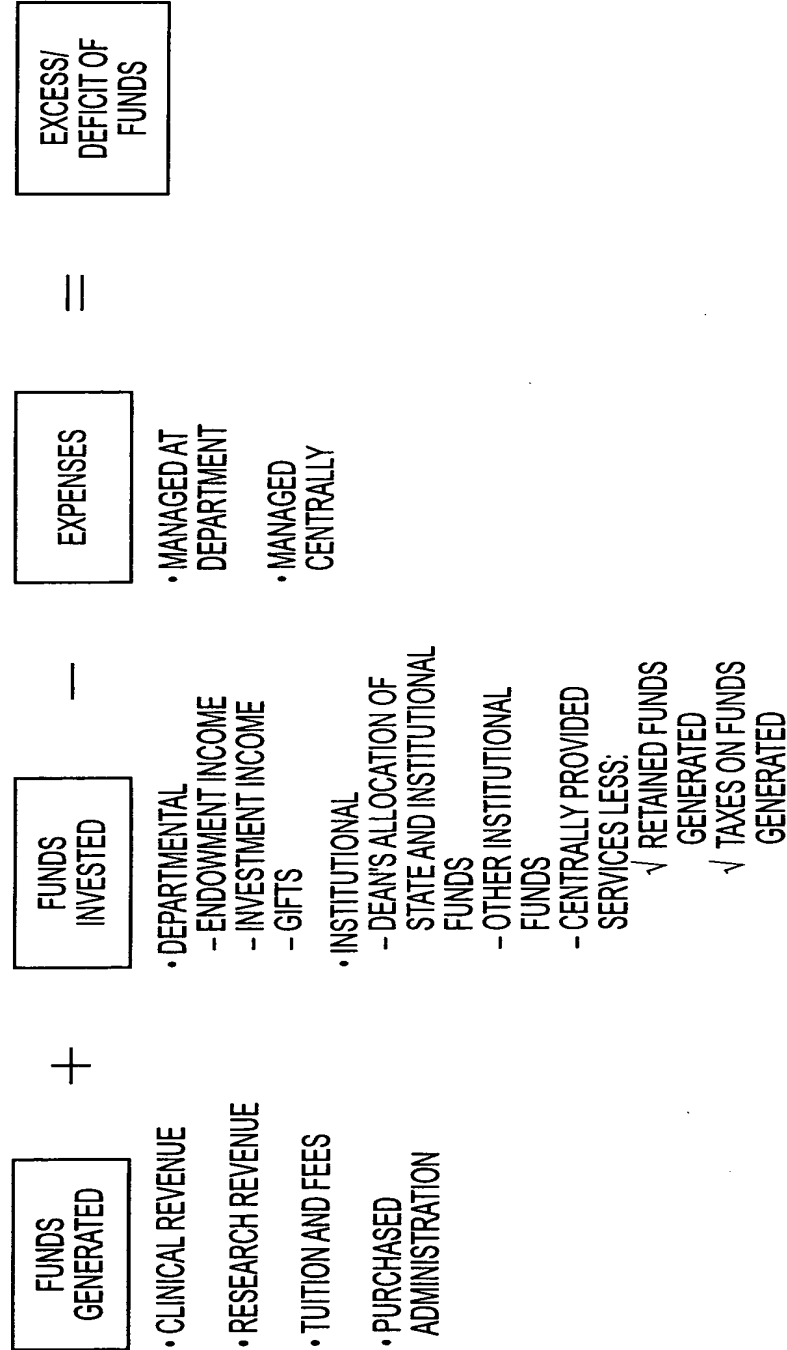


FIG. 14





SOURCES OF FUNDS	A		B		C		D	
	School of Medicine		Faculty Clinical Practice		Total			
	Externally Funded Research	Other Academic						
18	-	-	-	-	-	-	-	-
19	-	-	-	-	-	-	-	-
20	-	1,229,175	-	-	-	1,229,175	-	-
21	-	-	-	-	-	-	-	-
22	-	1,229,175	-	-	-	1,229,175	-	-
23	131,146	485,432	-	-	-	616,578	-	-
24	-	-	-	-	-	-	-	-
25	103,286	382,310	-	-	-	485,596	-	-
26	-	-	-	-	-	-	-	-
27	234,433	867,742	-	-	-	1,102,175	-	-
28	(357,731)	803	-	-	-	(356,928)	-	-
29	-	(192,208)	-	-	-	(192,208)	-	-
30	-	-	-	-	-	(328,743)	-	-
31	(357,731)	(191,405)	-	-	-	(877,879)	-	-
32	-	(168,282)	-	-	-	531,718	-	-
32a	-	-	-	-	-	(398,166)	-	-
33	-	-	-	-	-	-	-	-
34	-	-	-	-	-	-	-	-
35	-	-	-	-	-	-	-	-
36	-	-	-	-	-	-	-	-
37	-	(168,282)	-	-	-	133,552	-	-

FIG. 15B-1

SOURCES OF FUNDS					
A		B		C	D
School of Medicine				Faculty Clinical Practice	Total
Externally Funded Research		Other Academic			
Departmental Investment					
38 Across Missions	(74,124)	739,069		(1,115,706)	(450,761)
39 Across Missions - Unreimbursed Expenses	-	312,620		(312,620)	-
40 Other	-	156,878		-	156,878
41 Subtotal	(74,124)	1,208,568		(1,428,327)	(293,883)
42 Total Funds Invested	(194,422)	2,945,798		(1,455,236)	1,293,140
43 Total Sources of Funds	2,149,658	3,338,203		4,887,097	10,374,958

FIG. 15B-2

SOURCES OF FUNDS	A		B		C		D	
	School of Medicine		Faculty Clinical Practice		Total			
	Externally Funded Research	Other Academic						
Managed at Department								
44 Direct Paid Faculty Salaries & Benefits	-	-	-	-	-	-	-	-
45 Faculty Salary & Benefit Allocations	-	-	312,620	(312,6	-	-	-	-
46 Faculty Salaries	268,915	528,611	3,106,6	3,106,6	-	-	-	-
47 Faculty Benefits	31,341	139,689	277,9	277,9	-	-	-	-
48 Nonfaculty Salaries	664,809	993,514	1,206,2	1,206,2	-	-	-	-
49 Nonfaculty Benefits	119,215	167,630	99,2	99,2	-	-	-	-
50 Subtotal	1,084,280	2,142,065	4,377,3	4,377,3	-	-	-	-
51 Other Expenses	634,510	633,144	509,7	509,7	-	-	-	-
52 ICR Returned	196,435	(196,435)	-	-	-	-	-	-
53 NonCash Expenses	-	-	-	-	-	-	-	-
54 UHC Database Adjustment	-	-	-	-	-	-	-	-
55 Subtotal	830,945	436,708	509,7	509,7	-	-	-	-
56 Total Managed at Department	1,915,225	2,578,773	4,887,0	4,887,0	-	-	-	-
Other								
57 Allocation of central services - Univ	131,146	485,432	-	-	-	-	-	-
58 Allocation of central services - Health System	-	-	-	-	-	-	-	-
59 Allocation of central services - Dean	103,286	382,310	-	-	-	-	-	-
60 Other	-	-	-	-	-	-	-	-
61 Subtotal	234,433	867,742	-	-	-	-	-	-
62 Total Uses of Funds	2,149,658	3,446,515	4,887,09	4,887,09	-	-	-	-
63 Total Sources Over/(Under) Uses of Funds	(0)	(108,312)	-	-	-	-	-	-
Use of Prior Period Reserves	-	-	-	-	-	-	-	-
64 Total Sources Over/(Under) Uses of Funds	(0)	(108,312)	-	-	-	-	-	-
65	\$	\$	\$	\$	\$	\$	\$	\$

FIG. 15C

29/40

		A	B	C	D
		School of Medicine		Faculty Clinical Practice	Total
		Externally Funded Research	Other Academic		
<b>SOURCES OF FUNDS</b>					
<u>Funds Generated - External</u>					
1	Net Patient Care Revenue	\$ -	\$ -	\$ 5,446,758	\$ 5,446,758
2	DER - Federal	93,201	-	-	93,201
3	DER - NonFederal ICR - Federal	54,670	-	-	54,670
4	ICR - NonFederal	36,814	-	-	36,814
5	Tuition and Fees	5,679	-	-	5,679
6	Direct Paid Salaries	-	343,554	-	343,554
7	Other External Generated	-	-	-	-
8	<i>Subtotal</i>	-	-	-	-
10	<u>Funds Generated - Internal</u>	190,364	343,554	5,446,758	5,980,676
	From the Hospital				
11	Other	-	-	779,980	779,980
12	From Hospital - Unreimbursed Expenses	-	-	-	-
13	Other - Unreimbursed Expenses	-	1,148,123	-	1,148,123
14	<i>Subtotal</i>	-	-	-	-
16	Total Funds Generated	-	1,148,123	779,980	1,928,103
17	<u>Funds Invested</u>	190,364	1,491,677	6,226,738	7,906,779
	Institutional Investment				
	Funds Provided				
	From University				
18	From Health System	-	-	-	-
19	From Dean	-	-	-	-
20	Other	-	1,697,562	-	1,697,562
21	<i>Subtotal</i>	-	-	-	-
22	Expenses Incurred on Behalf of Dept	-	1,697,562	-	1,697,562
	University				
23	Health System	93,170	125,111	343,286	561,567
24	Dean	-	-	-	-
25	Other	29,195	35,108	252,745	317,048
26	<i>Subtotal</i>	-	-	-	-
27		122,365	160,219	596,031	878,615
	Funds Generated Retained				
	Research/ICR Retained				
28	Teaching	(56,274)	-	-	(56,274)
29	Clinical	-	(343,554)	-	(343,554)
30	<i>Subtotal</i>	-	-	(456,670)	(456,670)
31		(56,274)	(343,554)	(456,670)	(856,498)

FIG. 16A

30/40

		A	B	C	D
		School of Medicine		Faculty Clinical Practice	Total
		Externally Funded Research	Other Academic		
Support Between AMC Operating Units					
32	From Hospital	\$ -	\$ -	\$ 187,410	\$ 187,410
33	Other	-	-	-	-
34	From Hospital - Unreimbursed Expense	-	(1,148,123)	-	(1,148,123)
35	Other - Unreimbursed Expense	-	-	-	-
37	Subtotal	-	(1,148,123)	187,410	(960,713)
Departmental Investment					
38	Across Missions	-	-	-	-
39	Across Missions - Unreimbursed Expense	-	684,714	(684,714)	-
40	Other	-	127,510	-	127,510
41	Subtotal	-	812,224	(684,714)	127,510
42	Total Funds Invested	66,091	1,178,328	(357,943)	886,476
43	Total Sources of Funds	256,455	2,670,005	5,868,795	8,795,255
<b>USES OF FUNDS</b>					
Managed at Department					
44	Direct Paid Faculty Salaries & Benefits	-	-	967,390	967,390
45	Faculty Salary & Benefit Allocations	-	684,714	(684,714)	-
46	Faculty Salaries	66,756	1,487,846	1,924,262	3,478,864
47	Faculty Benefits	11,665	267,813	331,949	611,427
48	Nonfaculty Salaries	27,390	1,245	153,958	182,593
49	Nonfaculty Benefits	4,837	224	26,559	31,620
50	Subtotal	110,648	2,441,842	2,719,404	5,271,894
51	Other Expenses	23,438	66,909	3,155,657	3,246,004
52	ICR Returned	-	-	-	-
53	NonCash Expenses	-	-	-	-
55	Subtotal	23,438	66,909	3,155,657	3,246,004
56	Total Managed at Department	134,086	2,508,751	5,875,061	8,517,898
Other					
57	Allocation of Central Services - Univ	93,170	125,111	343,286	561,567
58	Allocation of Central Services - Health System	-	-	-	-
59	Allocation of Central Services - Dean	29,195	35,108	252,745	317,048
60	Other	-	-	-	-
61	Subtotal	122,365	160,219	596,031	878,615
62	Total Uses of Funds	256,451	2,668,970	6,471,092	9,396,513
65	Total Sources Over/(Under) Uses of Funds	\$ 4	\$ 1,035	\$ (602,297)	\$ (601,258)

FIG. 16B

FIG. 17A

		School of Medicine					
		Research	Other Academic	GME			
SOURCES OF FUNDS							
Funds Generated							
1	Net Patient Care Revenue				5,446,758	-	5,446,758
2	DER - Federal	93,201					93,201
3	DER - NonFederal	54,670					54,670
4	ICR - Federal	36,814					36,814
5	ICR - NonFederal	5,679					5,679
6	Allocation of Tuition and Fees		343,554				343,554
7	Direct Paid Salaries						-
8	Other Generated						-
	Total	190,364	343,554	-	5,446,758	-	5,980,676
Purchased Services							
12	From the FPP						-
12	From the SOM						-
11	From the Hospital				779,980		779,980
13	From the Hospital - Unreimbursed			1,148,123	-		1,148,123
12	From the Univ/VPHA						-
	Total	-	-	1,148,123	779,980	-	1,928,103
	Total Funds Generated	190,364	343,554	1,148,123	6,226,738	-	7,908,779
Funds Invested							
Institutional Investment							
20	State General Funds		1,435,906				1,435,906
20	State Benefits Payments	-	261,656				261,656
Unreimbursed Expenses Incurred on Behalf Depts							-
25	Allocation of Central Services - Dean	29,195	35,108		252,745		317,048
23	Allocation of Central Services - Univ/VPHA	93,170	125,111		343,286		561,566
	Subtotal	122,364	160,219	-	596,031	-	878,614
Funds Generated Retained by Institution							
28	Research/ICR Retained	(56,274)					(56,274)
29	Teaching		(343,554)				(343,554)
30	Clinical				(456,670)		(456,670)
	Subtotal	(56,274)	(343,554)	-	(456,670)	-	(856,498)
Other Support							
38	By the FPP	544,541		140,172	(684,714)		-
38	By the SOM			1,007,950			-
32	By the Hospital		(1,007,950)		187,410	-	187,410
34	By the Hospital - Unreimbursed			(1,148,123)	-		(1,148,123)
32	By the Strategic Investment Fund				-		-
33	By the Univ/VPHA						-
	Subtotal	544,541	(1,007,950)	-	(497,304)	-	(960,713)
Departmental Investment							
40	Endowment Utilized						-
40	Gifts/Transfers from Reserves		127,510				127,510
	Subtotal	-	127,510	-	-	-	127,510

FIG. 17B

	School of Medicine					
	Research	Other Academic	GME			
Total Funds Invested	610,632	633,787	-	(357,943)	-	886,476
Total Sources of Funds	800,996	977,340	1,148,123	5,868,795	-	8,795,254
<b>USES OF FUNDS</b>						
<b>Paid at Department</b>						
46 Faculty Salaries	66,756	1,487,846		1,924,262		3,478,864
44 Faculty Salaries, Direct Paid/SIF				819,822		819,822
45 Faculty Salaries, Non-realized	461,476	(854,195)	972,985	(580,266)		-
48 Nonfaculty Salaries	27,390	1,245		153,958	-	182,593
47 Faculty Benefits	11,665	6,375		331,949		349,989
47 Faculty Benefits, State Paid		261,438				261,438
44 Faculty Benefits, Direct Paid/SIF	-			147,568		147,568
48 Faculty Benefits, Non-realized	83,066	(153,755)	175,137	(104,448)		-
49 Nonfaculty Benefits	4,837	5		26,559		31,401
49 Nonfaculty Benefits, State Paid		219			-	219
51 Equipment	16,736	9,530		27,658		53,924
51 Supplies	1,799	27,950		84,574		114,323
51 Space/Rent	-	-		-	-	-
51 Housekeeping	-	-		-	-	-
51 Utilities	-	-		-	-	-
51 Security	-	-		-	-	-
51 Library	-	-		-	-	-
51 Malpractice Insurance	-	-		286,982		286,982
51 Other	4,903	29,429		2,738,601	-	2,772,939
51 Other SIF						-
51 Admin Unit				17,836	-	17,836
51 Expense Adjustment	-	-				-
Subtotal	678,627	816,086	1,148,123	5,875,061	-	8,517,897
Less Purchased Services	-	-	-	-	-	-
Internally Purchased Services						
To the FPP						-
To the SOM						-
To the Hospital						-
To the Univ/VPHA and subs						-
Subtotal	-	-	-	-	-	-
Subtotal Paid at Dept	678,627	816,086	1,148,123	5,875,061	-	8,517,897
<b>Paid Centrally</b>						
59 Allocation of Central Services - Dean	29,195	35,108		252,745	-	317,048
57 Allocation of Central Services - Univ/VPHA	93,170	125,111		343,286		561,566
Subtotal Paid Centrally	122,364	160,219	-	596,031	-	878,614
Total Uses of Funds	800,992	976,304	1,148,123	6,471,092	-	9,396,511
Total Sources Over (Under) Uses of Funds	4	1,036	-	(602,297)	-	(601,257)



Clinical Department Ratios - UIC Health Sciences Center								
	Anesthesiology	Dermatology	Emergency Medicine	Family Medicine	TOTAL Medicine	Neurology	OB/GYN	Ophthalmology

Key Ratios - SOM and FPP								
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## Key Ratios - SOM and FPP

## Data Elements

Faculty Salaries & Benefits Reset	684,714	(245,471)	243,140	(1,083,385)	918,220	(10,991)	558,961	273,845
Faculty Salaries & Benefits Paid With Research Dollars	78,421	166,999	214,053	237,777	3,857,299	265,235	589,209	1,491,270
Direct Paid Salaries								
• Research	-	-	-	-	-	-	-	-
• Teaching	-	-	-	-	931,991	-	-	-
• Clinical	967,390	53,035	1,334,796	61,676	1,378,786	201,813	649,818	25,743
Funds Generated Retained								
• Research	(56,274)	(40,754)	(33,790)	(17,663)	(856,067)	(95,279)	(165,269)	(769,993)
• Teaching	(343,554)	(37,485)	(415,207)	(167,103)	(521,354)	(94,350)	(395,127)	(197,936)
• Clinical	(456,670)	(64,204)	-	(67,736)	(708,158)	(87,696)	(447,924)	(361,472)
Internal Funds Generated From the Hospital								
Int. Funds Gen. From the Hosp - Unreimb. Exp. - Teaching	1,148,123	92,024	215,979	252,607	1,484,913	213,517	742,915	948,708
Internal Funds Generated From the Hosp - Unreimb. Exp. - Clin	-	226,825	-	864	89,675	155,168	-	330,617

FIG. 18A

Clinical Department Ratios - JUC								
Key Ratios - SOM and FPP	Pathology	TOTAL Peds	Physical Medicine	Preventive Medicine	Psychiatry	Radiation Oncology	Radiology	TOTAL Surgery
								TOTAL Clinical

#### Data Elements

Faculty Salaries & Benefits Reset 1,608,207  
 Faculty Salaries & Benefits Paid With Research Dollars 15,986,354  
 34/40

#### Direct Paid Salaries

• Research -  
 • Teaching 82,242  
 • Clinical 2,254,205

#### Funds Generated Retained

• Research (3,956,274)  
 • Teaching (4,539,431)  
 • Clinical (4,483,792)

#### Internal Funds Generated From the Hospital

Int. Funds Gen. From the Hosp - Unreimb. Exp. - Teaching 10,732,185  
 Internal Funds Generated From the Hosp - Unreimb. Exp. - Clin 2,017,373

FIG. 18B

Clinical Department Ratios - UIC Health Sciences Center							
	Anesthesiology	Dermatology	Emergency Medicine	Family Medicine	TOTAL Medicine	Neurology	OB/GYN
<b>Key Ratios - SOM and FPP</b>							
External FGFTE	\$ 436,865	\$ 140,944	\$ 414,244	\$ 323,622	\$ 350,668	\$ 234,376	\$ 352,885
Internal FGFTE	56,974	31,247	11,891	4,738	17,769	36,373	10,647
Total FGFTE	\$ 493,839	\$ 172,191	\$ 426,136	\$ 328,360	\$ 368,437	\$ 270,749	\$ 363,532
Clinical Ext FGFTE	\$ 397,864	\$ 101,267	\$ 344,593	\$ 84,496	\$ 217,079	\$ 163,805	\$ 270,369
Research Ext FGFTE	13,905	35,054	33,894	24,917	119,476	56,696	61,023
Total Exp as a % of Ext FG	157.1%	213.0%	123.4%	139.9%	164.0%	171.0%	162.6%
Total Fac Sal + Ben as a % of Ext FG	84.6%	93.7%	50.2%	52.7%	75.3%	85.8%	77.3%
Clin NonFac Sal + Ben (People) as a % of Clin Ext F	3.3%	56.1%	0.1%	60.6%	28.5%	38.8%	40.6%
Clin NonFac Sal + Ben (Other) as a % of Clin Ext FG	57.9%	63.9%	55.9%	54.4%	46.3%	44.3%	39.2%
Total Fac Sal + Ben per FTE	\$ 369,443	\$ 132,002	\$ 208,016	\$ 170,596	\$ 264,223	\$ 201,126	\$ 272,827
Total NonFac Sal + Ben (People) per FTE	15,647	69,056	34,742	134,294	90,238	76,938	123,883
Total NonFac Sal + Ben (Other) per FTE	301,287	99,138	268,381	147,989	220,769	122,787	177,256
Total Exp per FTE	\$ 686,378	\$ 300,196	\$ 511,139	\$ 452,879	\$ 575,229	\$ 400,851	\$ 573,966
Actual FITE	\$ 148,619	\$ 145,064	\$ 130,043	\$ 181,030	\$ 199,709	\$ 139,223	\$ 157,804
Dept FITE	9,314	513	457	4	9,844	3,900	282
Net CPS FITE	64,179	25,818	54,693	49,122	61,526	38,201	48,047
Number of FTE	14	9	12	13	62	8	27
Number of MD	-	-	-	-	-	-	-
<b>Faculty Salaries</b>							
Clinical External Funds Generated as a % of Total Ext	91.1%	71.8%	83.2%	26.1%	61.9%	69.9%	76.6%
Clinical Fac. Sal. & Ben. as a % of Clinical Ext. Fund	46.6%	57.8%	38.3%	119.4%	46.8%	54.7%	63.4%
Clinical Fac. Sal. & Ben. as a % of Total Fac. Sal. & Ben.	50%	44%	63%	59%	38%	45%	63%
- with salary reset	64%	24%	73%	11%	44%	44%	71%
- without salary reset	100%	100%	252%	81%	114%	98%	101%
Clinical Margin as a % of Total Margin							

Clinical Department Ratios - UIC Health Sciences Center									
	Pathology	TOTAL Peds	Physical Medicine	Preventative Medicine	Psychiatry	Radiation Oncology	Radiology	TOTAL Surgery	TOTAL Clinical
<b>Key Ratios - SOM and FPP</b>									
External FGFTE	\$ 179,823	\$ 211,170	\$ 118,018	\$ -	\$ 323,737	\$ -	\$ 371,378	\$ 404,670	\$ 324,248
Internal FGFTE	23,512	16,004	24,567	-	4,358	-	33,457	30,204	18,900
Total FGFTE	\$ 203,335	\$ 227,174	\$ 142,585	\$ -	\$ 328,095	\$ -	\$ 404,835	\$ 434,874	\$ 343,148
Clinical Ext FGFTE	\$ 140,779	\$ 130,369	\$ 100,213	\$ -	\$ 38,215	\$ -	\$ 361,302	\$ 348,879	\$ 202,928
Research Ext FGFTE	16,854	56,504	417	-	238,391	-	3,981	39,950	91,344
Total Exp as a % of Ext FG	232.1%	142.3%	270.1%	0.0%	145.3%	0.0%	122.7%	150.9%	151.2%
Total Fac Sal + Ben as a % of Ext FG	158.9%	86.6%	135.4%	0.0%	69.7%	0.0%	74.1%	74.9%	74.9%
Clin NonFac Sal + Ben (People) as a % of Clin Ext F	2.7%	3.8%	52.0%	0.0%	48.0%	0.0%	0.9%	22.4%	22.7%
Clin NonFac Sal + Ben (Other) as a % of Clin Ext FG	36.3%	34.1%	49.7%	0.0%	45.6%	0.0%	36.4%	36.4%	41.5%
Total Fac Sal + Ben per FTE	\$ 285,683	\$ 182,951	\$ 159,740	\$ -	\$ 225,785	\$ -	\$ 275,033	\$ 302,992	\$ 242,728
Total NonFac Sal + Ben (People) per FTE	26,289	19,094	60,455	-	71,671	-	6,564	97,293	72,200
Total NonFac Sal + Ben (Other) per FTE	105,449	98,358	98,547	-	172,976	-	174,263	210,550	175,332
Total Exp per FTE	\$ 417,421	\$ 300,404	\$ 318,742	\$ -	\$ 470,432	\$ -	\$ 455,860	\$ 610,836	\$ 490,259
Actual FTE	\$ 253,052	\$ 83,806	\$ 125,056	\$ -	\$ 133,218	\$ -	\$ 45,521	\$ 192,484	\$ 149,162
Dept FTE	4,682	1,292	230	-	2,580	-	177	15,761	5,648
Net CPS/FTE	45,677	29,659	29,226	-	62,137	-	41,902	57,248	50,433
Number of FTE	13	44	6	-	58	-	18	48	358
Number of MD	-	-	-	-	-	-	-	-	-
<b>Faculty Salaries</b>									
Clinical External Funds Generated as a % of Total Ext	78.3%	61.7%	84.9%	0.0%	11.8%	0.0%	97.3%	86.2%	62.6%
Clinical Fac. Sal. & Ben. as a % of Clinical Ext. Fund	122.2%	73.4%	69.9%	0.0%	155.6%	0.0%	55.8%	45.6%	56.4%
Clinical Fac. Sal. & Ben. as a % of Total Fac. Sal. & Ben.	60%	52%	44%	0%	26%	0%	73%	52%	47%
• with salary reset	57%	53%	55%	0%	10%	0%	80%	67%	49%
• without salary reset	97%	101%	87%	0%	78%	0%	104%	99%	192%
Clinical Margin as a % of Total Margin									

FIG. 18D

KEY DEPARTMENT RATIOS - UHC BENCHMARKS - FY 1997												
nd FPP	ANESTHESIOLOGY											Standard Deviation
	A	B	C	D	E	F	G	H	I	J	K	L
Reset	\$ 312,620	\$ 367,727	\$ 684,714	\$ -	\$ 214,791	\$ 2,918,027	\$ 369,466	\$ 278,858	\$ -	\$ -	\$ -	\$ -
Paid With Research Dollars	\$ 300,256	\$ -	\$ 78,421	\$ 366,967	\$ -	\$ 661,681	\$ 141,593	\$ -	\$ 798,622	\$ 324,332	\$ 320,961	\$ 3,346
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (345,819)	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 435,356	\$ 345,819	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ 967,390	\$ -	\$ 533,861	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ed	\$ (357,731)	\$ -	\$ (56,274)	\$ (206,949)	\$ -	\$ (24,694)	\$ (69,661)	\$ 1,997	\$ (641,247)	\$ (264,549)	\$ (74,054)	\$ -
	\$ (192,208)	\$ (94,304)	\$ (343,554)	\$ (262,150)	\$ (60,877)	\$ (174,384)	\$ (209,989)	\$ (258,616)	\$ (132,223)	\$ (147,436)	\$ (208,774)	\$ -
	\$ (328,743)	\$ (27,489)	\$ (456,670)	\$ (572,041)	\$ (526,993)	\$ (308,186)	\$ (637,722)	\$ (448,965)	\$ -	\$ (2,505,237)	\$ (1,144,587)	\$ (360,163)
d From the Hospital	\$ -	\$ 10,000	\$ -	\$ 202,100	\$ -	\$ 505,298	\$ -	\$ -	\$ 88,800	\$ -	\$ -	\$ 14,738
d From the Hospital - Unreimbursed	\$ -	\$ 445,123	\$ 1,148,123	\$ -	\$ 14,647	\$ 239,375	\$ 477,964	\$ -	\$ 1,304,281	\$ -	\$ -	\$ -
d From the Hospital - Unreimbursed	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FIG. 19A

KEY DEPARTMENT RATIOS - UHC BENCHMARKS - FY 1997

	ANESTHESIOLOGY											Mean	Standard Deviation	
	A	B	C	D	E	F	G	H	I	J	K			L
ated per Faculty FTE ated per Faculty FTE ed per Faculty FTE	\$ 340,822	\$ 248,551	\$ 436,865	\$ 272,085	\$ 234,341	\$ 186,707	\$ 259,298	\$ 312,503	\$ 397,155	\$ 164,572	\$ 312,177	\$ 341,409	\$ 292,208	\$ 80,714
	\$ 6,524	\$ 47,662	\$ 56,974	\$ 14,152	\$ -	\$ 19,776	\$ 40,937	\$ 5,266	\$ 10,481	\$ -	\$ -	\$ 56,499	\$ 21,523	\$ 22,560
	\$ 347,346	\$ 296,223	\$ 493,839	\$ 286,237	\$ 234,341	\$ 206,483	\$ 300,235	\$ 317,769	\$ 407,636	\$ 164,572	\$ 312,177	\$ 397,908	\$ 313,731	\$ 90,849
als Generated per Faculty FTE ands Generated per Faculty FTE	\$ 231,243	\$ 246,877	\$ 397,864	\$ 239,580	\$ 230,765	\$ 165,182	\$ 244,919	\$ 304,315	\$ 320,962	\$ 142,847	\$ 289,006	\$ 337,508	\$ 262,589	\$ 71,775
	\$ 93,835	\$ 30	\$ 13,905	\$ 25,350	\$ 792	\$ 17,833	\$ 10,436	\$ 106	\$ 72,249	\$ 19,177	\$ 19,141	\$ 602	\$ 22,788	\$ 29,815
Percent of External Funds Generated	123.0%	122.2%	157.1%	115.4%	190.9%	144.3%	135.2%	105.0%	108.5%	195.7%	110.6%	115.4%	115.3%	31.1%
nsation as a Percent of External Funds Generated	51.1%	67.0%	84.6%	75.6%	85.8%	94.8%	68.6%	54.6%	56.3%	107.4%	51.4%	62.1%	71.6%	18.3%
Compensation as a Percent of Clinical Generated	22.6%	37.9%	3.3%	7.3%	39.7%	9.7%	23.4%	13.3%	12.0%	3.2%	10.6%	12.8%	16.3%	12.2%
Noncompensation Expense as a Percent at Funds Generated	8.8%	9.5%	57.9%	18.1%	21.6%	21.5%	27.6%	27.2%	29.5%	9.1%	-1.9%	39.7%	22.4%	16.0%
ensation per Faculty FTE	\$ 174,126	\$ 166,652	\$ 369,443	\$ 205,587	\$ 200,963	\$ 176,970	\$ 177,901	\$ 170,630	\$ 223,520	\$ 176,716	\$ 160,525	\$ 211,922	\$ 201,246	\$ 56,555
Compensation per Faculty FTE	\$ 130,023	\$ 100,845	\$ 15,647	\$ 21,623	\$ 96,667	\$ 20,976	\$ 65,803	\$ 46,116	\$ 85,126	\$ 36,621	\$ 47,387	\$ 45,365	\$ 59,350	\$ 36,496
Compensation Expense per Faculty FTE	\$ 115,182	\$ 36,181	\$ 301,287	\$ 86,863	\$ 149,698	\$ 71,529	\$ 106,852	\$ 111,377	\$ 122,141	\$ 108,723	\$ 105,542	\$ 136,535	\$ 120,993	\$ 64,026
Faculty FTE	\$ 419,331	\$ 303,678	\$ 686,377	\$ 314,073	\$ 447,328	\$ 269,475	\$ 350,556	\$ 328,123	\$ 430,787	\$ 322,060	\$ 313,454	\$ 393,822	\$ 381,589	\$ 111,363

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FIG. 19B-1

KEY DEPARTMENT RATIOS - UHC BENCHMARKS - FY 1997

	ANESTHESIOLOGY												Mean	Standard Deviation
	A	B	C	D	E	F	G	H	I	J	K	L		
ed per Faculty FTE	\$ 67,652	\$ 27,660	\$ 148,619	\$ 17,780	\$ 158,051	\$ 73,019	\$ 42,832	\$ 20,826	\$ 40,470	\$ 157,482	\$ 57,023	\$ 16,077	\$ 68,961	\$ 54,949
Invested per Faculty FTE	\$ 6,275	\$ 4,061	\$ 9,314	\$ 5,569	\$ 237	\$ 4,827	\$ 12	\$ 157	\$ 15,519	\$ 3,178	\$ 1,642	\$ 20,756	\$ 5,962	\$ 6,431
Service per Faculty FTE	\$ 44,087	\$ 17,092	\$ 64,179	\$ 32,418	\$ 98,160	\$ 33,089	\$ 37,322	\$ 17,012	\$ 22,342	\$ 73,462	\$ 39,044	\$ -	\$ 39,851	\$ 27,273
FTEs	25.0	57.0	13.7	36.6	21.9	47.2	53.3	32.0	43.4	67.0	51.8	40.0	40.7	15.7
	0.0	0.0	0.0	33.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.8	9.5
ds Generated as a Percent of Total Generated	67.8%	99.3%	91.1%	88.1%	98.5%	88.5%	94.5%	97.4%	80.8%	86.8%	92.6%	98.9%	90.4%	9.1%
Compensation as a Percent of Clinical Generated	53.1%	53.0%	46.6%	75.9%	76.3%	37.0%	62.0%	42.3%	55.3%	71.0%	43.6%	62.5%	56.6%	13.2%
Compensation as a Percent of Total Faculty														
Reset	70.6%	78.6%	50.2%	88.4%	87.7%	34.5%	65.4%	75.4%	79.4%	57.4%	78.6%	99.5%	71.8%	18.2%
y reset	77.8%	82.4%	63.7%	88.4%	92.5%	69.4%	89.3%	80.5%	79.4%	57.4%	78.6%	99.5%	79.9%	12.0%
gin as a Percent of Total Operating Margin	0.0%	112.5%	100.2%	100.0%	100.1%	86.7%	100.0%	176.9%	111.5%	50.0%	100.0%	83.6%	91.5%	41.2%

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FIG. 19B-2

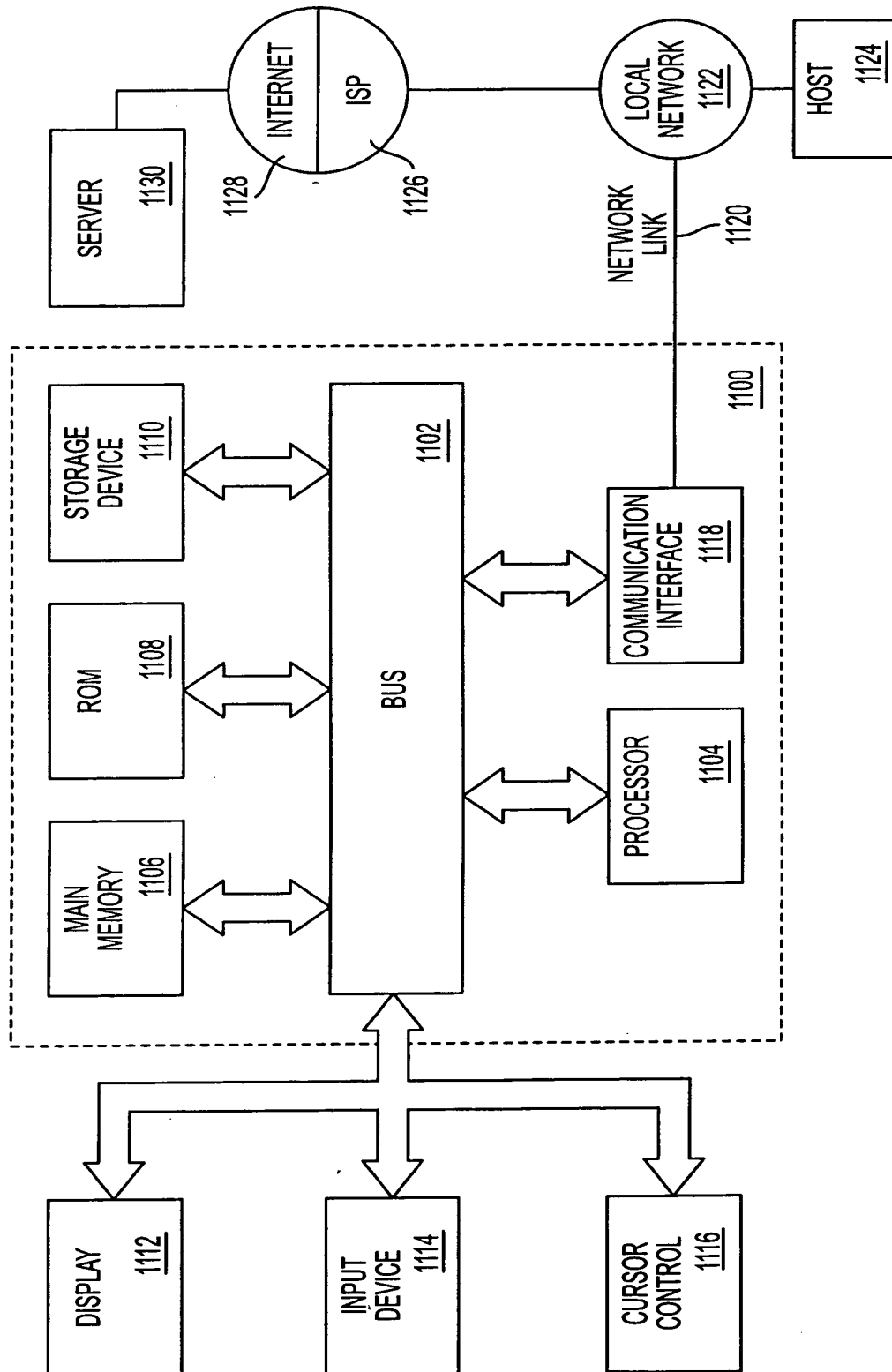


FIG. 20